

2016

Product Management and Product Marketing survey

Each year Product Focus runs a survey on product management and product marketing in technology industries.

The survey looks at the role, salaries and day-to-day activities of those currently working in product management and product marketing. It also asks about the issues they face.

568 people have completed this year's survey from 460 companies. They were mainly from the UK (50%) and other European countries (41%). And of those that responded 24% were Head of, Director or VP.

All the responses for this report were gathered in January 2016.

Remember the survey results are the industry norm, not best practice. You can find out about best practice by subscribing to our Product Management Journal or attending one of our training courses.

Please note: we use the term product manager to refer to product managers and product marketers.

Snapshot

We've analysed hundreds of written comments to identify the 7 most common issues for product managers.

Common issues

- The Product Management function is under-resourced to deliver on its commitments to the business.
- Strategy and planning are sacrificed because of fire-fighting, administration and operational demands.
- Roles and responsibilities are not clear to the team or the wider business.
- Product managers are seen as responsible for their product but don't have the authority or time to deliver.
- Senior management don't understand or value product management.
- Any and every issue involving the product is thrown at product managers to resolve.
- Businesses try to do too much too fast, spreading resources so thinly that many initiatives fail.

£50_k

The average base salary (excl. bonus and perks) paid to Product Managers surveyed in 2016

47%

Of companies use Agile alone but 44% use both Agile and Waterfall

37%

Of product managers in companies that use Agile are also a Scrum Product Owner

55%

Just over half of product managers have had product management training

70%

Of respondents work on software, 64% on services and 28% have responsibility for hardware products

3

The average number of years spent in their current role

42%

Of product management departments reporting to board level

79%

The most frequently used people-performance measure is Management by Objectives

45%

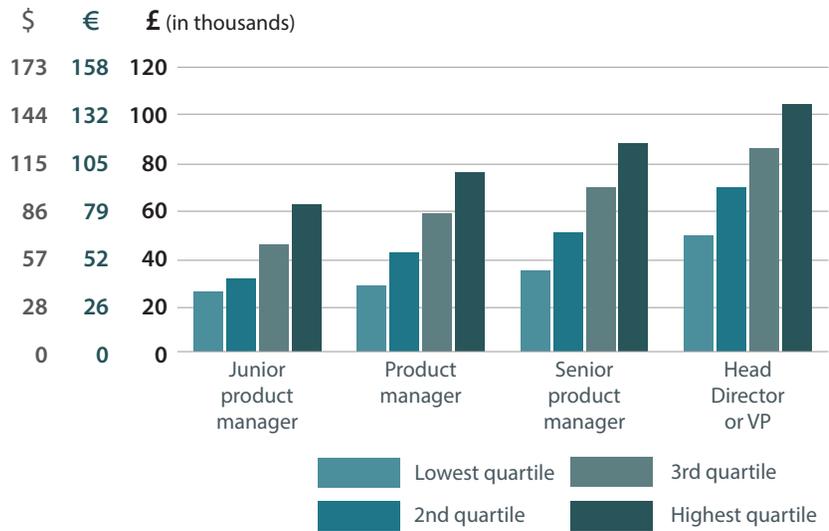
The amount of time spent on unplanned 'fire-fighting' activities

Salary

£50k

The average base salary paid to Product Managers and Senior Product Managers (excl juniors and heads etc)

No significant change in average salaries compared to last year.



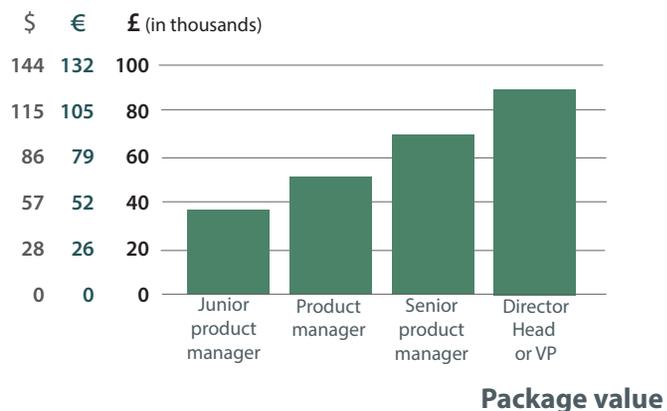
Full package

+23%

Benefits add 23% to the average package, 27% for the most senior staff.

73% receive a bonus as part of their package.

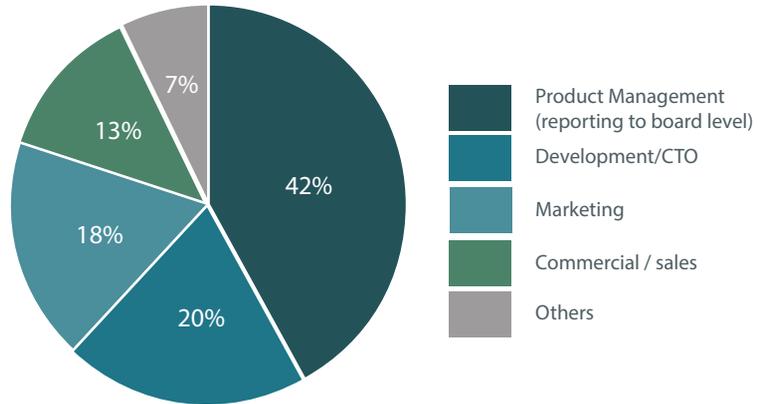
1/4 get some shares and more than 1/4 get a car or car allowance.



Reporting

42%

Of Product Management departments report to the board, an increase of 5% vs. 2015



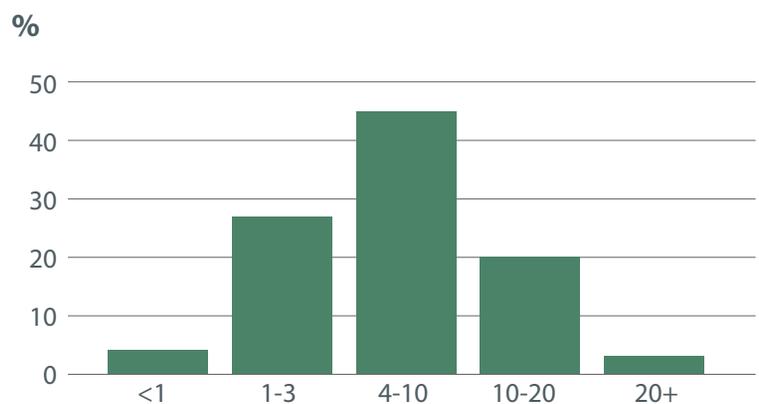
Reporting line

20% of product teams report into development which remains the most frequent reporting line problem cited by product managers.

Experience

7.5

The average no. of years of product management or product marketing experience



Years of experience

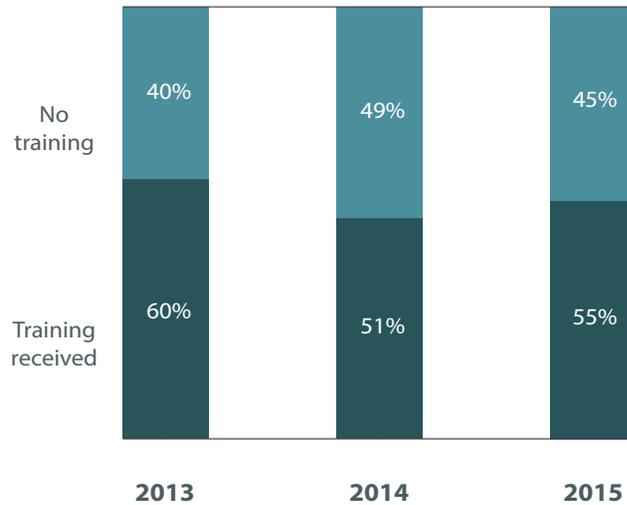
3 is the average number of years in their current role.

49% of product managers come from a technical background versus 15% from marketing.

Training

55%

Just over half of product managers have had product management training

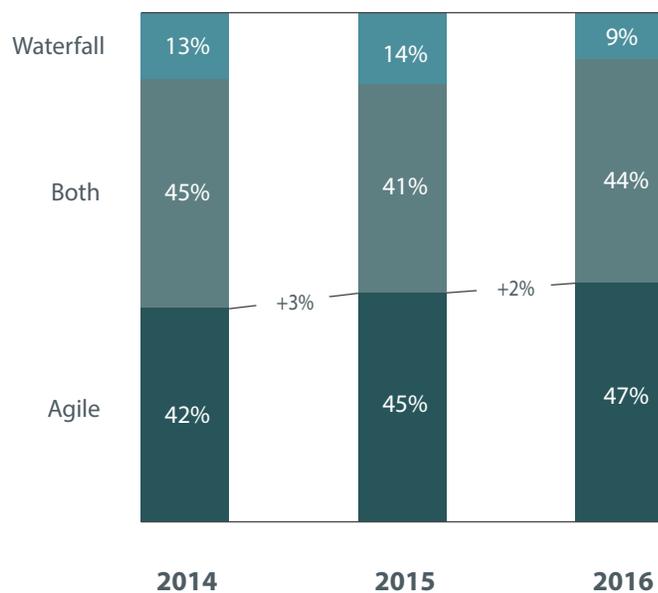


2/3 of Product Focus' training in 2015 was delivered privately whilst thousands of people have attended our public courses.

Development approach

+5%

The increase in the number of companies doing pure Agile since 2014

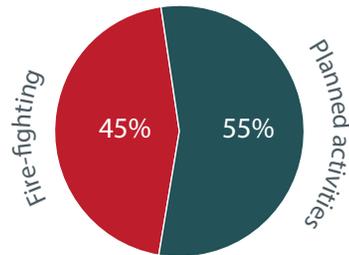


44% of companies use a mix of both Agile and Waterfall e.g. water-scrum-fall.

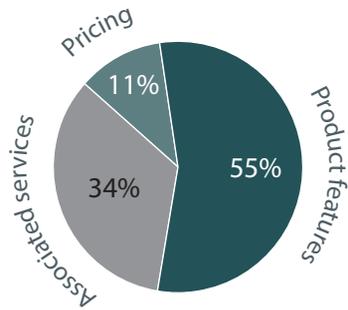
37% of product managers in companies that use Agile are also a Scrum Product Owner.

45%

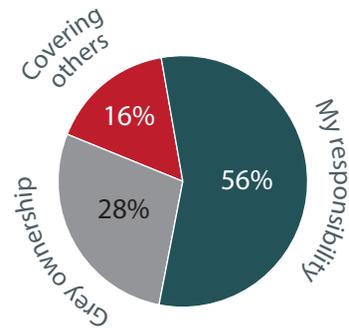
The amount of time spent on unplanned 'fire-fighting' activities



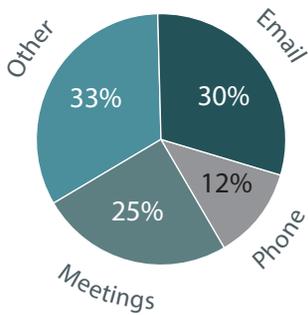
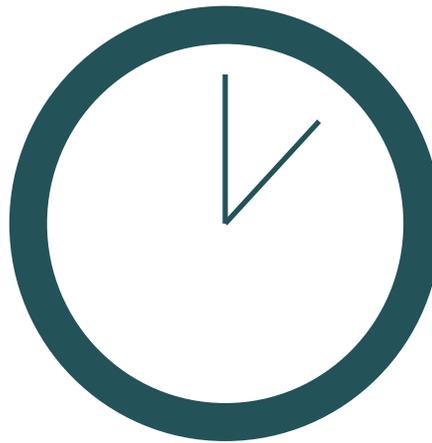
Planned vs un-planned



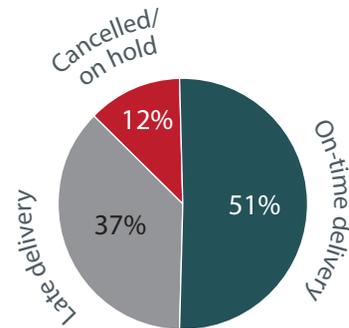
Market attractiveness



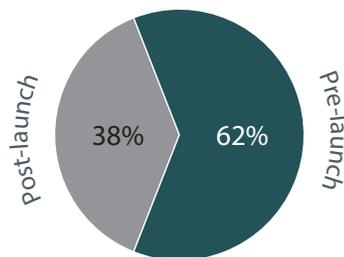
Activity ownership



Work and communications



Project delivery



Stage of lifecycle

On your mind

What do you see as the issues?

Under resourced for our commitments.

Politics trumps facts more often than not.

Unclear role, responsibilities and expectations.

Difficulty prioritising - too many opportunities see us pulling in too many different directions.

Lack of tools.

No time to set a clear strategy.

Managing stakeholders expectations.

Lack of trust to carry out our role autonomously - management are too involved in decisions.

Ownership. Everyone wants to make decisions about my product without necessarily involving me.

Not enough focus on 'what moves the needle'. It's easy to drown in activities that aren't necessarily the most important.

Trying to maintain a big picture overview while fire-fighting and getting dragged into details.

We are expected to know everything all the time. We will ultimately 'carry the can' if there is a problem.

Getting the organisation to focus more on fewer things and agree across functional managers what those things are.

If you could tell your CEO one thing...

The PMs can't do it alone - the rest of the business needs to be aligned on the strategy and provide support.

Reduce internal complexity and make people accountable.

Keep inspiring and innovating - we've got your back!

Your opinion is valuable but not as valuable as facts.

Adjust resources to the ambition we share.

Resist board mandates that result in us trying to do too many radically different things all at the same time.

Understand your marketing before you start developing something for it.

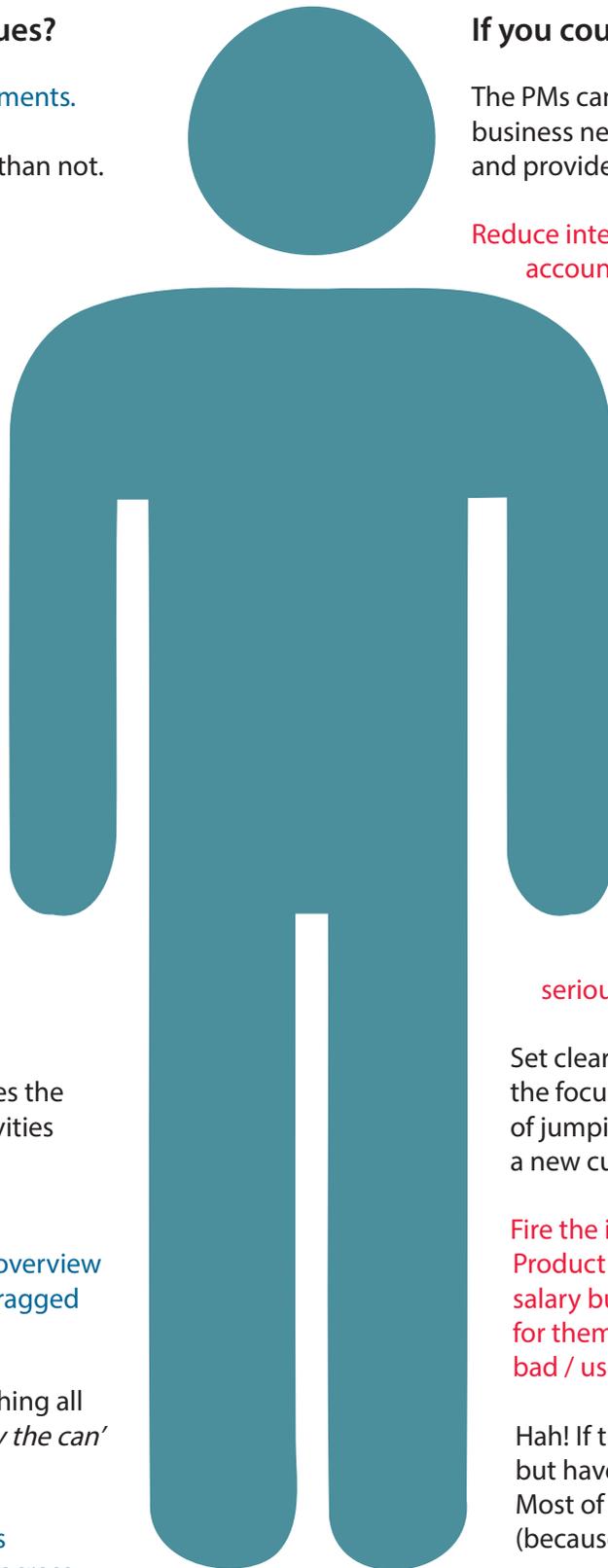
Take product management seriously - get some metrics in.

Set clear objectives and strategy - keep the focus on what's been decided instead of jumping on ad-hoc possibilities to gain a new customer.

Fire the incompetents - one incompetent Product Manager is not just wasting their salary but also all the developers working for them and crippling the product with bad / useless stuff.

Hah! If there's something I should tell him but haven't then I'm not doing my job. Most of the time what I tell him is "No" (because that's also my job).

Do you want it now or right? Both is not an answer.



About Product Focus

Product Focus helps businesses and individuals deliver world class product management.

We teach the skills and tools to excel in product management and product marketing.

Our focus is Telecoms, IT and Software and any business that has technology-based products.

We work with some of the industries' leading companies and the feedback we get is invariably excellent. Our experience, journal and industry survey make us leaders in our field.

Stop fire-fighting

...and deliver world class product management

Public training courses

Build the skills, tools and confidence to excel in the product management and product marketing roles.

Attend a 3-day public course with industry peers.

Show you care about your professional development by becoming a Product Focus Certified Product Manager.

On-site private training

Improve team performance with tailored on-site private training.

Get everyone using consistent best-practice approaches and speaking the same language.

We come to you, so you save travel costs and make the most of your time together.

Reviews and assessments

Ensure the team is set-up for success with a review of product management in your business.

Answer questions such as how should we measure performance, have we got the right processes and where can we improve?

Leadership forum

A one-day exclusive workshop for senior executives to meet, discuss and learn how to lead a high-performance product management function.

The forum provides an oasis away from daily distractions to focus on the strategic issues of leading and improving product management.

